EXECUTIVE SUMMARY

I. BACKGROUND

The Department of Defense (DoD) spends about $300 billion annually in carrying out its mission. Many of these vast resources are applied to procuring goods and services, moving, storing, and repairing materiel, providing health care, and a host of other functions necessary to maintain adequate military capability. A longstanding and continuous priority of the Department is to reduce the costs of doing business by improving the effectiveness and efficiency of its operations. To achieve this productivity, the President directed the Secretary of Defense to implement the Defense Management Report (DMR) developed by the Department. One of the DMR decisions made in October 1989 by the Deputy Secretary of Defense (DepSecDef) established the Corporate Information Management (CIM) Program. This decision was driven by the recognition that the Department could benefit from private sector successes of streamlining and consolidating various functions and integrating its information management functions. The goals of the CIM program are to:

- Increase management efficiencies in the functions that support the DoD primary mission -- national defense.
- Improve the effective use of information systems in the Department.
- Reduce duplicative information systems supporting the same functional requirements.

The DepSecDef recognized that the talent for implementing such a program resided in the Department and that the challenge was a matter of harnessing this expertise and providing them the framework for "doing the right things and doing these things right." Hence the establishment of CIM functional groups commenced.

II. OVERVIEW

Tie all pieces together

III. OBJECTIVES

To achieve the goals of the CIM Program, the DepSecDef set some key objectives and approved a broad -- but comprehensive -- framework for carrying out the following objectives:

- Maximize the standardization, quality, and consistency of data from DoD's multiple management information systems.

- Develop standard functional requirements for business activities, as well as the automated systems supporting these activities.

IV. ORGANIZATION FRAMEWORK

The CIM initiative has three key thrusts. First, success depends on the commitment of senior level managers throughout the Department and strong leadership from both the functional and information technology community. Next, information management in major business areas needs to be focused, structured and visionary. Thirdly, the Department needs an overall DoD strategy for managing information. Therefore, the organizational framework to manage the CIM Program was established to accommodate these challenges.

The DepSecDef charged the DoD Comptroller with the responsibility to develop a plan for managing the CIM initiative, including a process guide for developing integrated management information systems in individual business activities. The Deputy Comptroller (Information Resources Management) (DC(IRM)) is the designated office of primary responsibility for this action. In addition to the Comptroller's office, guidance and advice are provided by the Executive Level Group (ELG), the CIM Council, and the Functional Steering Groups. The actual development of future functional requirements and assessment of the current system capabilities are the responsibility of the CIM Functional Groups.

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The Executive Level Group (ELG), comprising of private sector and DoD experts, was established to focus on the broad management aspects of corporate information management within DoD, and not on individual functional areas and programs. The ELG will recommend to the DepSecDef an overall approach, to include an action plan, for managing information throughout the Department. The group is expected to submit its recommendations in late 1990.

The CIM Council.....

The CIM Functional Steering Groups.....

The management and oversight organizations reflect the participation and leadership of senior functional experts, and their role as being key to arriving at common, feasible and effective vision of the future, and for supporting this vision with consistent policies, practices, and related information systems. Thus far, functional groups in the following business areas have been established:

- Distribution centers
- Civilian payroll
- Civilian personnel
- Financial operations
- Medical
- Material management
- Government furnished material
- Contract payment

These groups have been constituted to:

- Develop a vision of the future for the business/functional area.

- Review, evaluate, and recommend revisions to business practices and policies for the functional area.

- Develop information requirements for supporting the function.

- Define standard and consistent functional requirements for which standard, integrated information systems can be developed.

The groups are being led by functional managers who receive process guidance from the Director for Corporate Information Management (ODC)IRM)). The products of the groups are reviewed and approved by the appropriate Functional Steering Group.

The CIM Functional Groups use a process guide to assist them in determining future functional requirements. They also catalog and assess current information systems in terms of the systems' capabilities to satisfy the functional requirements in the short-term, mid-term, and long-term. These assessments ultimately will be provided to the senior IRM official in the Department to determine where and when standard information systems are warranted.

V. CIM Process Guide

The CIM Directorate developed a process guide for the CIM Functional Groups describing the necessary steps, tasks, and products to ensure the development of a set of functional requirements for each respective business area. The process guide methodology employs planning analytical techniques from a variety of disciplines and methodologies including strategic business planning, strategic inofrmation systems planning, information engineering, systems analysis and program evaluation and review techniques.

A. Objectives

The objectives of the process are to develop, for each functional/business area:

- A functional vision based on agreed upon policy and guiding principles.
- A future functional concept and business plan
- Standard functional requirements that are applicable to the respective functional areas throughout DoD.
- Uniform and consistent information requirements and data formats.
- Standard supporting information system(s).

The methodology as portrayed in this Process Guide is conducted in three phases:

Phase I	Functional Vision
Phase II	Functional Business Plan
Phase III	Information System Strategy

It should be noted that while the ultimate focus is on the functional area beyond the next decade, the Process Guide recognizes opportunities exist for improvements in the short-term (0-2 years) and the mid-term (2-6 years).

B. Phase I. Functional Vision

In this phase, the functional group describes and documents their vision for the business area beyond the next ten years. This vision is the basis for also determining future mission and scope, and for proposing a set of unified future policy and guiding principles.

C. Phase II. Functional Business Plan

In this phase, the Functional Group develops future goals, objectives, strategies, concepts and requirements. These products combined with the mission, policy, guiding principles and vision from Phase I ~~will~~ makeup the Business Plan, a major product of Phase II. This Plan also includes prioritization criteria for requirements, time-phased actions that will enable transition to the future, and a high level economic analysis. The information requirements contained in the Functional Business Plan will be used in the next Phase to develop the implementation strategy.

Concurrently, the Functional Group establishes a baseline of current systems by first identifying and assessing current functional requirements, capabilities and shortfalls. The group then identifies deficiencies, constraints and impacts of the current and planned supporting automated information systems (AIS) for the functional area. These functional and AIS assessments allow for the

development of current functional and functional information models. From these models, the group can construct a DoD-wide composite of functional requirements and compare them to the AIS capability to identify any shortfalls. This information allows the group to identify the best candidate standard systems to support the function in the near and intermediate terms. The composite requirements will be used in phase III to develop composite process and data models necessary for building an implementation strategy for a standard system.

D. Phase III. Information Systems Strategy

The Implementation Strategy is ~~not only~~ the product of this phase, ~~but also~~ the final product of the functional group. ~~The implementation strategy~~ contains the business plan, future functional information systems requirements, and a transition strategy to ensure that continuous, high quality and cost benefical information system support is provided through the short, intermediate and long terms. This strategy is determined based on an assessment of how best to attain future functional information systems ~~requirements~~ given the current baseline. The implementation strategy can range from the adoption of a currently planned or operating system, as the DoD standard system, to the development of a totally new system derived from the vision driven functional requirements.

In this phase the future functional information model is successively refined by process modelling and data modelling to identify the specific functional information requirements and systems that will be needed in the future. Standard data formats are also developed in this phase.

Currently, the Department supports each function with several AISs. It is possible that an existing system is suitable for adoption as the standard supporting information system DoD-wide for the function, at least in the short ~~term~~ and intermediate term. Under some curcumstances, an existing system may be suitable for adoption in the longer term as well.

This phase requires numerous comparative analyses of systems to requirements, both current and future. It is intended that these analyses be based principally on comparison of process models and data models, each of which must be developed to a common standard to facilitate the analysis.

The implementation strategy prescribes the Department's approach for providing information systems support in terms of actions, milestones and responsible agents at the program concept level. The actual implementation of the strategy, e.g., design and implementation, is out side the scope of the process methodology.

V._ Design/Development

The Department of Defense Life Cycle Management System process will be followed throughout the continued development of the Automated Information System (AIS). The process provides guidance through each phase of the systems development that includes General System Design through final testing and implementation of the system.

It is envisioned that the Major Automated Information Systems Committee will continue to provide senior level oversight approval authority as these systems progress to deployment.